

***Below is an excerpt from Andover's 1992 Housing Plan. The entire Housing Plan document is available for reference at the Memorial Hall Library or can be purchased at the Community Development and Planning Office located at the Andover Town Offices.***

### **Section 4.1 Housing Goals and Objectives**

#### *ISSUE: Elderly Housing*

**Goal #1:** The development of different housing opportunities for the elderly should be encouraged to accommodate their changing lifestyles and health care needs.

##### Objectives:

1.1 Encourage affordable housing for the elderly through alternative residential programs such as life-care or congregate living. Evaluate different programs for providing elderly housing and amend the Zoning By-law to allow this type of development.

#### *ISSUE: Preservation of Housing Resources*

**Goal #2:** The residential character of Andover's existing neighborhoods should be preserved and protected as much as possible by encouraging quality development which is compatible with the surrounding neighborhood and sensitive to the natural environment.

##### Objectives:

2.1 Strengthen the buffering requirements for industrial development in the IG district to protect adjacent residential areas.

2.2 Utilize natural areas as buffers between residential development and other uses. Encourage the preservation of significant vegetation through subdivision restrictions, site plan review and enforcement.

2.3 Preserve significant historic structures for future housing sites where feasible by working with the Andover Historic Commission on proposed demolition projects. Consider developing regulations to encourage the preservation and replacement of housing units earmarked for demolition.

2.4 Confine major commercial, office and industrial developments to specific locations to avoid intrusion into residential zones.

#### *ISSUE: Diversity in Housing Opportunities*

**Goal #3:** The Town should promote the development and maintenance of a variety of housing types, in terms of cost, ownership versus rental, and single family versus multi-family units.

##### Objectives:

3.1 Provide more specific guidelines in the Zoning By-law for the conversion of existing residential units to multifamily housing and the expansion of existing multifamily structures.

3.2 Consider amending the Zoning By-law to allow accessory apartments in order to provide smaller, more affordable rental units in owner-occupied, single-family homes.

3.3 Encourage adaptive re-use of existing buildings for future residential use. Consider the redevelopment of the Town's older industrial sites for a mixture of uses, including lower cost housing for families and the elderly.

*ISSUE: Lower Cost Housing*

**Goal #4:** The Town should continue to respond to affordable housing needs.

Objectives:

4.1 Create zoning incentives to encourage low and moderate-income housing in multi-family developments and residential subdivisions.

4.2 Establish a Housing Trust Fund to assist with the development of lower cost housing for different income levels. Research funding programs available for assisting with affordable housing efforts.

4.3 Review the potential for developing lower density, "scattered site" affordable dwelling units, sensitive to existing infrastructure capacities and neighborhood compatibility.

4.4 Support lower cost housing which is affordable in perpetuity.

Explore methods for preventing the expiration of affordable units.

**SUMMARY OF RECOMMENDATIONS**

- \* Promote Long-Term Affordable Housing
- \* Establish a Housing Trust Fund
- \* Use Available Municipal Property
- \* Develop Guidelines for Reviewing Affordable Housing Proposals.
- \* Use Taxation Programs and Assessment Procedures
  - tax assessments
  - exemptions/abatements
  - abatement of back taxes
  - land transfer tax legislation
- \* Streamline the Permitting Process
- \* Provide Fee Waivers
- \* Consider Methods for Reducing Development Costs
- \* Work with the Andover Housing Authority on Public Housing Programs
- \* Create a Preservation and Replacement Bylaw
- \* Propose Zoning Amendments
  - accessory apartments
  - multifamily conversions and additions
  - a new Mixed Use zone for the IG districts
  - Congregate Housing
  - Dimensional Special Permits
  - Incentive Zoning

## **Section 4.2 Housing Strategies and Recommendations**

The following recommendations are presented in consideration of Andover's on-going commitment to providing a diversity of housing to meet the needs of the community. Inherent in these recommendations is an awareness of the community's concern for growth management and the importance of consistency with the land use planning objectives in the Town's Master Plan. Also of great importance is the need to review each strategy within the context of the Town's infrastructure plans, and policies related to future development.

### **Encourage Long-Term ('Perpetual') Affordable Housing**

An issue discussed earlier' is the loss of affordable housing subsidies and the turnover of affordable units into market-rate housing. One approach to preserving affordable housing, and which is now being widely used across the country, is the **Community Land Trust (CLT)** model.

The purpose of a CLT is to remove land permanently from the speculative real estate market for the benefit of the community and individuals who live, or wish to live, in the community. This is accomplished by separating the ownership of the land from the ownership of the buildings or other improvements. The CLT becomes the "trustee" in perpetuity of the land through ownership and leases the land to the resident living in the house. The "improvements" (such as a house) on the land are owned by the resident. Leaseholders pay a regular lease fee to the CLT for the use of the land based on the use value, not "full market value", and perpetual affordability is guaranteed through restrictions on the resale of the house. Should the leaseholder decide to sell, the CLT has the first option to the improvements (house) at the owner's original cost, plus an inflation factor.

The CLT method preserves housing affordability in several ways, which could be used for developing long-term affordable housing in Andover. In some cases, communities have donated municipal land or buildings to a CLT for the purpose of developing long-term affordable housing, thereby reducing the cost to develop the units. If the land is vacant, oftentimes a CLT will assist with the housing construction and arrange creative financing for the leaseholder within the guidelines established by the CLT.

By limiting the equity realized by the leaseholder, any community equity gained as a result of market forces and/or public improvements is reserved with the land, rather than passed to private hands if the housing is sold. This approach to equity preserves housing affordability for future residents, and allows the homeowner/leaseholder to keep the value of their initial investment and any improvements made during the ownership/lease period. The basis premise of the CLT model is that the land is not being used as a commodity, but as a resource and benefit to the community.

### **Establish a Housing Trust Fund**

Housing Trust Funds (HTF) are being established by many cities as sources of revenue committed to providing lower cost housing. These funds are generally administered by a government entity, although in some communities like the Town of Falmouth, the HTF is merged into the Community Land Trust model and is operated by a nonprofit corporation. Revenue sources include development fees, fees or payments linked to housing preservation ordinances or affordable housing requirements (such as a payment in lieu of building affordable housing), donations, revenue generated from real estate activities (e.g. real estate transfer taxes, sale of municipally-owned land, or interest from accounts), or revenue generated from housing programs. Funds are used to help develop affordable housing or to support existing housing programs (see Appendix for types of housing projects supported by HTF).

A Housing Trust Fund (HTF) should be established in Andover as a separate fund administered by the Town for the promotion, retention and creation of long-term affordable housing for low and moderate income households. This will probably require the adoption of a Bylaw to establish a HTF as a separate entity, which can administer and receive funds, the types of revenue sources or other obligations, which create revenue for the HTF, and the purposes and operation of the fund.

Some of the general principals that should be considered in developing the HTF include:

- the HTF should be an on-going independent source of funding;
- the HTF is a supplement to other housing resources, not the only source for providing lower cost housing;
- revenue sources must have a reasonable and direct relationship to providing housing;
- funds can be used to strengthen and enhance nonprofit organizations dedicated to creating affordable housing;
- protection against discrimination in housing provided from the HTF and any other affirmative policies adopted by the Town should be incorporated into the By-law;
- HTF monies' can be used to leverage other available housing funds.

The fund could be established as a special revenue account for: donations from public and private sources; proceeds from the sale of municipal property; special fees collected from development-related permits; and any other revenues specifically dedicated to the HTF.

The Bylaw should describe the management of the Trust Fund as well as the process for handling the Fund's assets. If operated as a Town-sponsored fund, the operation and activity of the HTF should be monitored by a committee appointed by the Board of Selectmen. The administration of a HTF is generally handled by a manager designated to maintain and monitor the financial records, assist prospective applicants seeking HT funding, and disburse and collect trust fund monies. The Bylaw should include eligibility criteria, beneficiaries, priorities, and methods of administering the Trust Fund.

Use Available Municipal Property

Another method used by many communities to reduce the cost of housing and ensure long-term affordability is the development of appropriate municipal parcels for affordable housing. The Town of Andover has a considerable inventory of publicly held land, some of which may be appropriate as small-scale affordable housing sites. It should be noted that most of the public land is held in ownership by the Conservation Commission, Housing Authority, School Department, Andover Village Improvement Society, the Commonwealth, and the Department of Public Works, and is not being considered as appropriate for housing.

Potential sites could be used to provide lower cost housing in several ways. Land could be transferred to the Andover Housing Authority for the purpose of developing special needs housing or family housing through state or federal grants. Municipal land could be sold or leased to a CLT, or sold with development restrictions to another party, for long-term lower cost housing. And finally, municipal property could be used for relocating a home targeted for demolition (but otherwise structurally sound) for future renovation as affordable housing. Key to this concept is development control- that is, ensuring that development restrictions preserve the affordability, and that the neighborhood character is preserved through zoning controls on housing density, building setbacks, and housing design.

Municipal property inappropriate for housing or any other use by the Town could be sold, and proceeds from the sale transferred to the Housing Trust Fund.

The Department of Community Development and Planning is evaluating each municipal parcel for suitability as low-density, scattered site affordable housing. Important criteria for evaluating each parcel include zoning, lot size/proximity to wetlands and other natural features, access, surrounding land uses, and available public utilities.

The disposition or development of municipal land for this purpose will require Town Meeting endorsement.

#### Develop Guidelines for Reviewing Affordable Housing Proposals

The Andover Housing Partnership Committee should establish guidelines and procedures, with assistance from the Department of Community Development and Planning, for the purpose of reviewing comprehensive permit proposals, housing partnership proposals, local initiative units, and affordable housing proposals permitted under the Andover Zoning By-law. The guidelines would supplement other Town Bylaws regulations and provide applicants an understanding of the review process.

At a minimum, the guidelines should include the following:

- a definitions section, to include what is considered affordable housing, housing for special needs, and different state financing programs, where applicable;
- procedures for a pre-application conference and list of materials to be reviewed by the Department of Community Development and Planning;
- submission requirements for the final application, such as site plan and architectural plan format; description of type of ownership;

proposed unit prices or rentals; proposal for management of the development (once completed); statement of financial responsibility, including pro forma of the proposal; description of the projected impacts to the streets, town services, and natural features of the site;

- public hearing procedures and a review process if more than one Town Board is involved in the development review;
- guidelines on the project size, affordable unit mix, location of affordable units within the development, and length of affordability;
- development standards, such as maximum allowable density, building materials and design, open space and buffers, and environmental controls.

#### Use Available Local Taxation Programs and Assessment Procedures

Communities can use taxation policies and assessment procedures to preserve affordable housing stock and discourage the displacement of elderly and low-income residents.

The following methods have been used by other Commonwealth communities, and in some cases, implemented by the Town of Andover. The Department of Community Development and Planning should work with the Town Assessor in implementing these methods and in considering other techniques for ensuring and encouraging affordability.

1. Tax assessments: Assessing practices can be structured to consider restrictions on rental income and resale rather than the potential market value. Examples of restricted uses are subsidized rental housing, homeownership units with resale restrictions, rent-controlled units, limited equity co-ops and condominiums, and property held by a CLT.

Different instruments and mechanisms can be used to ensure that the housing unit is in fact being sold or rented at an affordable level. The Assessor through year-end income and expense statements can verify rent restrictions. Generally, the financing source for state and federal housing programs requires annual reporting which could be made available to the local assessor for this purpose. Under the Homeownership Opportunity Program, deed restrictions or deed riders can stipulate how an affordable unit is assessed, such as applying a discount rate to lower the appraisal value of the unit. This technique was used for the affordable units at Abbot's Pond.

2. Exemptions/abatements: Special tax exemptions and/or abatements can be offered to elderly homeowners, low/moderate income homeowners, and homeowners renting to low/moderate income tenants. With the exception of the state's local option provisions, this could require Home Rule legislation.

3. Abatement of back taxes: Back taxes can be abated for abandoned properties being purchased and renovated for affordable housing with restrictions on use and resale. In the Boston area, this has been a good incentive for non-profit developers.

4.Land Transfer Tax Legislation; In recent years, a Land Bank Bill has been introduced in the state legislature to allow communities to impose fees on real estate transactions. Revenues would be used for future affordable housing and land acquisition efforts. In 1988, the bill allowed communities to tax real estate transactions at the rate of .5 percent or 1 percent. The revenues would be distributed between open space acquisition and maintenance (25%), affordable housing programs (25%), and the remaining 50 percent for either programs.

The Town should consider this method as a means of generating revenues for,creating affordable housing in the community.

#### Streamline the Permitting Process

Delays in the approval process can cost money and increase the price of housing. A process to streamline Town review of a development proposal can help to reduce housing costs.

A staff person within the Department of Community Development and Planning should be designated to coordinate and oversee the review of affordable housing proposals and ensure that town-imposed restrictions are enforced.

To reduce developer costs, the application and review process should be expedited through careful coordination with various state agencies, local departments, and local boards since at a minimum, affordable housing proposals will involve local review by the Housing Partnership Committee, the Board of Selectmen, and the Zoning Board of Appeals. The affordable housing guidelines developed by the Housing Partnership Committee will not only help developers understand the application process and the Town's affordable housing objectives, but also include guidelines for coordinating the development review.

#### Provide Fee Waivers

Different development fees could be waived or reduced for projects that include lower cost units. For example, Andover has a water connection fee charged at the time building permits are issued for both residential and commercial developments. The water connection fee of \$629 per dwelling unit could be waived for the affordable units. On the average, the permitting/review cost for a single-family home is \$2500 (excluding subdivision plan fees). These costs could be waived or discounted as one way to help reduce the cost of the development.

#### Consider Methods for Reducing Development Costs

The Town's Subdivision Regulations, and sections of the Zoning Bylaw, contain design standards for a development's infrastructure, such as pavement width, sidewalks, and parking requirements. In the interest of reducing site development costs in an affordable housing proposal', the Planning Board should consider allowing some flexibility in pavement width, sidewalk placement, and parking design only if such waiver or change is in the public interest and does not jeopardize public health and safety.

#### Work with the Housing Authority on Public Housing Programs

The Andover Housing Authority should continue to pursue the" acquisition of scattered-site affordable housing units, and the development of new housing under state-funded programs. Various programs provide funds for not only new construction but also for adaptive reuse and the acquisition of existing multifamily, single family and condominium unnits. State programs available to the Housing Authority provide funding assistance for construction of housing for the elderly, families, and people with special needs.

Monies from the HTF could assist the Housing Authority in the development of such proposals. Municipal property could also be donated to the Housing Authority to create scattered-site units and housing for people with special needs.

Rental units, which are created through multifamily conversion, adaptive reuse, or new construction should be considered for rental certificates and vouchers when available. Planning staff, in the Department of Community Development and Planning should coordinate the development review process by working with the developer and the Housing Authority on securing available units for rental assistance programs.

#### Adopt Regulations for the Preservation and Replacement of Residential Structures

Some communities have adopted regulations, which require owners to provide replacement housing or a contribution to local affordable housing efforts if housing units are removed from the market.

The City of Burlington, Vermont adopted a Housing Preservation and Replacement Ordinance in 1989 to offset the loss of housing due to demolition and conversion to non-residential uses. The purpose of the ordinance is to support the retention of housing units in the City, to mitigate the impact of tenant displacement, and to preserve the residential character of neighborhoods near commercial areas. The regulations include requirements for providing replacement housing, and income and housing restrictions for the affordable units. Proposals subject to the regulations are reviewed by the Zoning Board.

In response to the demolition of historic structures in town, 10 in 1990, Town Meeting supported an amendment to the Town's Bylaws to delay the demolition of significantly historic structures. The Town should consider extending the regulations beyond historic structures, and include the preservation of lower-cost housing units or the development of replacement units if housing is lost to demolition. The regulations could include an option to allow a payment into the Housing Trust Fund for units removed from the Town's housing stock, in addition to the following:

1. Statement of purpose: The intent and purpose of the Bylaw should include the need to provide housing for different economic groups, and to meet the specific requirements of Chapter 40B.
2. Applicability; The Bylaw should at least be applicable to the demolition of any housing unit, and possibly the conversion to non-residential units.



3. **Definitions;** A section should be included that, at a-minimum, defines affordable housing, demolition, and low and moderate-income households.

4. **Permit Requirements;** Proposals for the demolition of units should be regulated either through the Special Permit process or through the administrative review of the Department of Community Development and Planning prior to issuance of a raze permit. The applicant should be required to submit information on the housing unit(s) to be demolished and present a proposal for the replacement of the unit(s).

5. **Replacement Standards:** The replacement requirements should include standards for affordability, length of period of affordability, eligibility requirements for occupants, and the type of housing required. Replacement units could be provided by the owner through new construction, conversion of non-residential space to residential use, the creation of affordable units out of market rate units, or a payment in lieu equivalent to the cost of producing the housing unit to be placed in the Town's Housing Trust Fund. As compensation for the replacement unit, the applicant could be allowed to create an additional housing unit within their development.

6. **Administrative relief:** The Bylaw should include a provision for an applicant to seek relief from the replacement requirements, with conditions for the Zoning Board to consider in their review.

7. **Exemptions:** Cases, which would not be subject to the terms of the Bylaw, should be included in the regulations. Examples of exemptions could include the demolition of inhabitable housing units, and the conversion of Units within a mixed-use commercial/residential structure.

#### Adopt Zoning Amendments

The following Zoning Bylaw amendments should be considered for the purpose of encouraging the construction of a limited number of housing units to meet the Town's affordable housing needs.

1. **Accessory Apartment:** An accessory apartment is a dwelling unit within an owner-occupied single family home or in an accessory building on a residential site. Accessory apartments can be an excellent way to provide more housing opportunities for senior citizens and young adults and encourage more efficient use of a community's existing housing supply while preserving the character and residential appearance of a single family neighborhood.

In order to create an accessory apartment, the Zoning Board of Appeals typically issues a Special Permit. In addition to satisfying general Special Permit criteria regarding impacts to the neighborhood and infrastructure, there are usually standards for the size of the apartment, the minimum lot area, and the age of the dwelling.

Some zoning bylaws allow special exceptions for some of the design standards in exchange for ensuring moderate income occupancy for a

specified period. For example, the Town of Lincoln will allow a larger apartment if the applicant agrees to insure moderate income occupancy for a five year period through a contractual agreement with the Housing Commission.

Section VI. of the Zoning Bylaw could be amended by adding a subsection, VI.0.6, to allow accessory apartments by Special Permit only in the SRA and SRB zoning districts. At a minimum, the design standards and Special Permit criteria should include these requirements:

- conformance with the dimensional standards for the zoning district, and a minimum lot area requirement for open space and lot area per dwelling unit;
- the house must be single family and owner-occupied;
- only one apartment may be allowed per single family dwelling and the apartment may not occupy more than a certain percentage of the gross floor area of the principal residence and apartment combined (example:35%)
- the apartment may not exceed "x" amount of square feet (example: 1200 sq. ft.) and may not have more than two bedrooms;
- there must be two means of access to the apartment and adequate off-street parking shown on a site plan, including landscaping to adequately screen the parking area;
- the building exterior may not be altered, unless a separate entrance or emergency access must be provided;
- the Board of Health has approved the proposed method of sewage disposal for the new unit.

## **2. Multifamily Conversions and Additions;**

Section VI.0.1 of the Andover Zoning Bylaw allows the conversion of one-family or two or more family dwellings into more dwelling units by Special Permit, subject to conditions concerning the age of the structure, parking, and lot area per unit, in addition to satisfying Special Permit criteria.

In recent years, the Zoning Board has reviewed applications for the addition of multifamily units (rather than conversion) which is not clearly addressed in the bylaw. These proposals have generally involved the expansion of an existing multifamily building, as well as increasing the number of dwelling units at the site.

These applications may pose an opportunity to introduce affordable units, in exchange for an allowed expansion of the existing structure and an increase in the total number of units. Section VI.0 could be amended specifically to address multifamily additions, and include more design standards for multifamily conversions as well and additions. The amendment could include:

- flexible standards for parking and driveway design (e.g. narrower driveways and stacked parking) to help decrease development costs;

- a requirement that an addition to the structure must involve a certain percentage of affordable units, which could be applied as local initiative units in accordance with state regulations (760 CMR 45.00);
- special exceptions for multifamily conversions or additions which involve units to be set aside for the Andover Housing Authority or for public subsidy programs;
- multifamily additions must meet minimum lot area requirements per unit (unless there are special exceptions because of affordable units) and be designed to blend in with the architectural features of the existing structure;
- landscaping and buffering requirements;
- reports required from applicable Town departments to ensure that fire safety and infrastructure concerns are addressed.

**4. Consider rezoning the IG zones in Ballardvale and Dundee Park to a new Mixed Use Zone (MU-2):**

The Industrial G zone is the least restrictive zoning district in Andover, allowing most commercial and industrial uses with minimal regulations for buffering adjacent properties, landscaping, signage and building setbacks. Of particular concern is the fact that most of the IG zones are located in the more developed areas of Town where traffic safety is an issue- and because of this, more zoning controls are needed.

During the 1988-89 Master Plan meetings, members of the Planning Board and Town staff met with residents from the Ballardvale area to discuss planning issues as well as zoning ideas for the Ballardvale area. The residents voiced their concerns with traffic in the Ballardvale area and the potential for additional industrial development because of current zoning. In general, residents felt that lower density housing proposals and limited commercial services would be beneficial to this area and would have the least impact. Concern for preserving the historic nature of the Ballardvale area was also voiced by residents.

The IG zone in the Ballardvale area, and possibly the Dundee Park area, could be rezoned to a new Mixed Use district (MU-2) to incorporate affordable housing objectives and the concerns stated above. As a first step, the Department of Community Development and Planning should work with Ballardvale residents, commercial property owners, the Historical Commission, and the Department of Public Works on zoning options. Careful consideration should be given to access issues, infrastructure capacity, parking needs, architectural design, and environmental controls. Given the close proximity to the Shawsheen River, environmental standards should include development limitations, such as flood hazard requirements and construction controls required near the river.

**5. Congregate Housing:**

Several of the housing options discussed in this section can offer lower-cost housing alternatives for the elderly. Andover's Zoning Bylaw currently allows the traditional nursing home by Special Permit in the residential districts and OP district. There is no other specialized

housing for the elderly provided, with the exception of the "in-law apartment".

Congregate housing has become a popular alternative for elderly who may need limited medical attention or supervision. Several communities in the Greater Boston area have developed zoning regulations for this use, with affordable housing incentives.

The Town of Lexington defines a congregate living facility as: "a non-institutional, shared living environment which integrates shelter and service needs of functionally impaired and/or socially isolated older persons who are otherwise in good health and can maintain a semi-independent life style and who do not require constant supervision or intensive health care." Residents have their own bedroom, and may have a separate living room, kitchen, dining area, or bathroom. Shared living areas may include the dining facilities and community space. Congregate housing units may be rented or sold.

Andover should consider developing regulations to allow the conversion of an existing structure to a congregate living facility, and the construction of new facilities. Since the Town has carefully reviewed sewer and water capacity issues. Community Development and Planning staff should work with the Department of Public Works on analyzing potential zoning districts where this type of housing could be supported by existing infrastructure. These facilities should only be considered if, at a minimum, the following standards are established:

- the site is connected to public water and sanitary sewer;
- for adaptive reuse proposals, only internal alterations should be permitted unless exterior work is necessary for public health and safety reasons;
- conversions and new construction are only allowed by Special Permit;
- the building cannot be used to create a long-term care facility, a multifamily dwelling or a rooming house;
- minimum lot area and open space requirements are established based on a per, unit standard;
- supportive services, such as social activities, nutrition, meals, housekeeping, health care, and transportation are defined in the regulations;
- documentation is presented in the application on the service providing organization responsible for the provision of services;
- depending on the proposed density of the facility, at least 10% of the units are designated as affordable housing units as defined in the state regulations (760 CMR 45.00).
- the conversion or construction of the facility shall be designed so that the structure is characteristic of other buildings in the zoning district (e.g. single family dwellings, or preservation of historic buildings).

Potential zoning districts could include the MU district on North Main Street, the APT zone, and the IG districts in Ballardvale and Dundee Park.

## **6. Dimensional Special Permits:**

The Special Permit process authorized in Section 9, Chapter 40A of the state regulations has been interpreted in several court cases to allow deviations from dimensional zoning requirements (e.g. lot area, frontage) if provided for in a local zoning bylaw. For example, a local zoning regulation can authorize the Special Permit Granting Authority (SPGA) the right to grant a Special Permit for the development of property which is non-conforming on lot frontage, minimum lot area, and other dimensional requirements as long as bylaw includes guidelines for reviewing these proposals to assure compatibility with surrounding residential areas.

The dimensional Special Permit process could be a useful tool for the development of low-density affordable housing sites. A primary objective of using this process would be to create affordable housing on municipally owned property, which is generally non-conforming in size. Other sites set aside specifically for developing below market rate housing could also be used if the housing meets long-term affordability requirements.

At a minimum, the amendment should include standards concerning:

- maximum allowable density, and the total number of units permitted per lot;
- site design, such as building setbacks, landscaping and screening requirements, parking layout;
- infrastructure requirements;
- affordability guidelines and methods to ensure long-term affordability;
- compatibility with the surrounding residential area.

The Department of Community Development and Planning should work' with the Department of Public Works in determining the minimum infrastructure requirements to ensure conformance with the Town's water and sewer plans.

## **7. Incentive Zoning:**

Another affordable housing zoning technique adopted by several Commonwealth communities is "incentive zoning". In order to encourage the production of more affordable units, a density bonus is. Awarded in exchange for an established number of affordable units.

The Town should consider using incentive zoning through the Special Permit process as a technique for introducing affordable units within cluster subdivisions, standard subdivisions, and attached multifamily developments.

The density bonus standards should be developed in consideration of the Town's infrastructure plans for water, sewer, and roadway improvements, and any capacity and public safety issues reported by the Department of Public Works.